

The Radisson Blu is a 5 Star Glasgow City Centre Hotel with 247 bedrooms, 2 Bars, 1 Restaurant, and 16 Meeting & Events Rooms. As part of the Rezidor Hotel Group, the hotel opened in 2002 and employs 240 staff.



Lean Team

Greg Burgess
Senior Meetings & Events Manager

Craig Harrington
Cost Controller

Gordon Gale
Meeting & Events Manager

James Reid
Executive Head Chef

Michael Dunlop
Restaurant Manager

Rob Hughes
Bars Manager

Lean Project

The team decided to look at the process of creating menus which was taking up to 18 weeks to complete. The objective was to reduce this to 6 weeks.

There are many different types of menu that are utilised within the Radisson, e.g. Christmas menus, Children's menus, Room Service, Mini Bar, Meetings and Events, and specific calendar days such as Valentine's Day, Mothers Day etc. Therefore, at first glance, what may appear to be a straightforward project area is very complex and it's quite surprising how un-Lean many of the processes can be.

Utilising Lean Tools

As the team started Process Mapping various bottlenecks were identified, for example:

- Recipe formulation
- Costings and price setting
- Proofing and checking

As the analysis gathered momentum the team began to question accountability and

communication processes within the Hotel. This is not a criticism of how people were working; it was just how a Lean analysis can give a different perspective on how processes evolve.

Further Lean techniques such as brain-storming, and Why Why analysis were utilised. The team produced an innovative assessment of the 7 Lean Wastes which varied from the text book/Taiichi Ohno point of view, and which is demonstrated below:

- Delay
- Duplication
- Movement
- Unclear communications
- Incorrect inventories
- Lost opportunities
- Cost of errors/defects

Actions

The project has led to the following actions being planned for completion in April 2011:

- A new menu calendar
- Project timelines
- Introduction of key milestones
- Assigning a menu Project Manager and support team
- Weekly menu meetings
- Introduction of a kitchen 'menu champion'
- A Poka Yoke system – error proofing

Business Benefits

1. Labour savings of 18 hours per menu are expected resulting in a £540 per annum cost reduction.
2. Reduction in food waste will result in a £7,200 per annum cost saving.
3. The team anticipate that food and beverage revenues will rise by £7,500 per annum as a result of the Lean project.
4. Further printing and proofing cost savings are estimated to be approximately £1,500 per annum.
5. A more efficient use of energy and paper will result in a £500 per annum cost reduction.

In summary, the Lean project will have a bottom line improvement to the business of approximately £20,000 per annum.

Future Lean Thinking

The project does not stop here as the company plans to roll out the improvements to other hotels within the group. In addition to this, the hotel will create a Lean team to apply their learning to other parts of the hotel. A new focus on Continuous Improvement will prevail.

Environmental benefits of "Lean"

Reduction in food waste:

- £48/tonne = total of approximately 150 tonnes
- 11.46 tonnes of CO₂e based on reduction in food/drink procurement and wastage

Reduction in printing of approximately:

- 0.79 tonnes of CO₂e based on reduction in printing (ink, paper, etc.)

Reduction in electricity consumption of approximately:

- 50kwh (£500/9.7p per kwh)
- 25 tonnes CO₂e

Total environmental savings as follows:

- 37.25 tonnes of CO₂e
- 50kwh's of electricity
- 150 tonnes of food waste

"We are already seeing tangible benefits in our menu planning from the implementation of our lean project. We certainly see this as only the start of our lean journey and through adopting these lean practices in other hotel departments, the benefits to our business and our guests will be significant"